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Analysis of Ethical Behavior, Perceive Organizational Support, Job Satisfaction, and Organizational Commitment on Employee Performance at PT Kilang Pertamina International, Cilacap, Central Java, Indonesia

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Abstract

This study aims to examine the influence of ethical behavior, organizational support, job satisfaction, and organizational commitment on employee performance at PT Kilang Pertamina International, Cilacap Unit. The research highlights how individual and organizational factors interact to shape work performance within the context of a strategic energy industry. A total of 270 respondents, selected through purposive sampling with a minimum of two years of tenure, participated in the survey. Data were analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach with version 4.0, allowing for a rigorous assessment of both measurement validity and structural relationships among the constructs. The results indicate that all indicators demonstrate loading factors above 0.70, while the Average Variance Extracted (AVE) values range from 0.55 to 0.73, confirming the convergent validity of the constructs. In addition, the Composite Reliability (CR) values exceed 0.80, suggesting a high level of instrument reliability. The structural analysis further reveals that ethical behavior, organizational support, job satisfaction, and organizational commitment each exert a significant influence on employee performance. These findings not only reinforce prior literature concerning the role of behavioral and organizational factors in enhancing performance, but also provide practical implications for human resource management in the energy sector. Specifically, the study underscores the importance of fostering ethical practices, strengthening organizational support, and cultivating satisfaction and commitment as integral strategies for sustaining high levels of employee performance.

Keywords: Ethical Behavior, Organizational Support, Job Satisfaction, Organizational Commitment, Employee Performance, PLS-SEM.

1. Introduction

Employee performance has long been recognized as a central determinant of organizational sustainability, particularly in strategic sectors such as the oil and gas industry, which holds a crucial role in national economic development. In the current era of globalization, technological disruption, and heightened operational demands, organizations are required to ensure that their human resources are capable of delivering optimal contributions to organizational goals (Dessler, 2020; Armstrong & Taylor, 2020). PT Kilang Pertamina International (KPI) Cilacap Unit, as one of the largest oil refineries in Indonesia, faces significant challenges in maintaining operational stability while simultaneously enhancing employee performance amid the volatility of the global energy market (World Bank, 2021). Prior studies suggest that employee performance is shaped not only by technical competencies but also by a constellation of behavioral and organizational factors that influence how individuals perceive and enact their roles. Ethical behavior, for instance, constitutes a vital foundation for building an organizational climate that is trustworthy, transparent, and conducive to collaboration. Employees who act ethically not only strengthen interpersonal trust but also reduce the likelihood of conflict and misconduct, thereby contributing to higher quality performance outcomes (Treviño et al., 2014; Valentine et al., 2019). Equally important is the role of perceived organizational support, which reflects employees' belief that their contributions are valued and that their well-being is of concern to the organization (Eisenberger et al., 2001; Rhoades & Eisenberger, 2002). Ample empirical evidence indicates that strong organizational support enhances motivation, loyalty, and psychological security, especially in industries where operational risks are high (Kurtessis et al., 2017).

In addition, job satisfaction has consistently been identified as a significant predictor of both employee productivity and organizational commitment. Employees who experience high levels of satisfaction are more likely to demonstrate positive attitudes toward their work and to exceed performance expectations (Locke, 1976; Judge et al., 2017). Organizational commitment, which reflects the emotional, normative, and continuance bonds that tie

employees to their organization, has similarly been shown to promote retention and strengthen discretionary effort (Meyer & Allen, 1997; Riketta, 2002). Despite this growing body of literature, research gaps remain, particularly in the context of Indonesia's energy industry. Much of the existing scholarship has tended to focus on the service sector or general manufacturing industries, leaving a limited understanding of how these factors operate in high-risk and highly regulated operational settings such as oil refining (Putra et al., 2021). Addressing this gap, the present study seeks to empirically investigate the interplay of ethical behavior, organizational support, job satisfaction, and organizational commitment in shaping employee performance at PT Kilang Pertamina International, Cilacap Unit. By employing the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with 270 respondents, this study aims to contribute to both theory and practice. Theoretically, it extends the understanding of how individual and organizational dynamics jointly affect performance in a critical industry. Practically, the findings are expected to inform human resource strategies that prioritize ethical culture, organizational support, and sustainable employee commitment as levers for enhancing organizational competitiveness in the energy sector.

Ethical Behavior and Employee Performance

Ethical behavior refers to the practice of applying moral principles and organizational values in daily work-related decisions and actions. In an organizational context, ethical conduct nurtures a climate of trust, reduces conflict, and strengthens the legitimacy of managerial authority (Trevino et al., 2014; Valentine et al., 2019). Employees who adhere to ethical standards tend to be more consistent, fair, and transparent, which contributes to positive interpersonal relations and enhanced performance quality (Kaptein, 2011; Newman et al., 2017). Hypothesis 1 (H1): Ethical behavior has a positive effect on employee performance.

Organizational Support and Employee Performance

Perceived organizational support (POS) describes the extent to which employees believe that their organization values their contributions and cares about their well-being (Eisenberger et al., 2001; Rhoades & Eisenberger, 2002). Substantial evidence indicates that higher levels of POS increase employee engagement, loyalty, and psychological security, which collectively translate into improved performance outcomes (Wayne et al., 1997; Kurtessis et al., 2017). Particularly in high-risk industries such as energy, organizational support provides a crucial sense of stability that empowers employees to focus on their roles without fear of neglect or vulnerability. Hypothesis 2 (H2): Organizational support has a positive effect on employee performance.

Job Satisfaction and Employee Performance

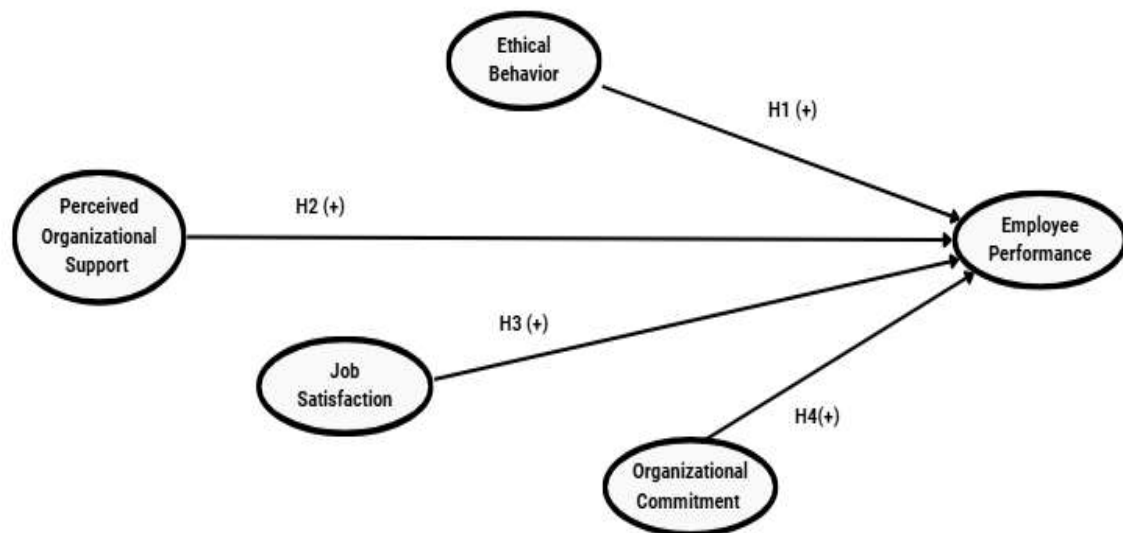
Job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job experiences (Locke, 1976). Scholars consistently find that satisfied employees are more productive, more cooperative, and more committed to their organizations (Judge et al., 2017; Saari & Judge, 2004). Satisfaction also often functions as a mediating variable that strengthens the relationship between organizational factors and employee performance (Colquitt et al., 2021; Putra et al., 2021). In this study, job satisfaction is considered a central construct linking individual perceptions with tangible performance outcomes. Hypothesis 3 (H3): Job satisfaction has a positive effect on employee performance.

Organizational Commitment and Employee Performance

Organizational commitment represents the psychological bond that ties an employee to their organization, encompassing affective, normative, and continuance dimensions (Meyer & Allen, 1997). Commitment has been shown to promote long-term retention, encourage discretionary effort, and strengthen resilience against workplace challenges (Riketta, 2002; Mathieu & Zajac, 1990). In industries with complex operational demands such as oil refining, committed employees are more likely to maintain discipline, adhere to safety standards, and demonstrate superior performance (Colquitt et al., 2021).

Hypothesis 4 (H4): Organizational commitment has a positive effect on employee performance.

Based on the theoretical foundation and prior empirical studies, this research proposes a conceptual model in which ethical behavior, organizational support, job satisfaction, and organizational commitment are hypothesized to have direct positive effects on employee performance. The model is empirically tested using PLS-SEM to assess both measurement validity and structural relationships among the constructs.



Picture 1. Conceptual Model

2. Research Methods

This study adopts a quantitative research design with a survey-based approach. The design was selected to allow the systematic collection and analysis of empirical data that could reveal the structural relationships among variables, namely ethical behavior, organizational support, job satisfaction, organizational commitment, and employee performance. Partial Least Squares Structural Equation Modeling (PLS-SEM) version 4.0 was employed as the primary analytical tool, enabling both the assessment of the measurement model and the evaluation of the structural model simultaneously.

Population and Sample

The population of this study consists of employees working at PT Kilang Pertamina International, Cilacap Unit. A total of 270 respondents were selected as the research sample using purposive sampling. The inclusion criteria required that employees had served for a minimum of two years, ensuring that participants possessed adequate organizational experience to provide reliable insights regarding the constructs under investigation. This sample size is considered sufficient for PLS-SEM analysis, which prioritizes predictive accuracy and model parsimony.

Data Collection

Primary data were collected through a structured questionnaire distributed directly to respondents. The questionnaire was developed using validated scales from previous studies and adapted to fit the context of the Indonesian energy sector. Each construct—ethical behavior, organizational support, job satisfaction, organizational commitment, and employee performance—was measured using multiple indicators. Responses were recorded using a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”).

Measurement of Variables

Ethical Behavior: Measured using six indicators reflecting integrity, fairness, and adherence to organizational norms. **Organizational Support:** Assessed with five items adapted from the Perceived Organizational Support scale (Eisenberger et al., 2001). **Job Satisfaction:** Measured with four items capturing employees’ affective evaluation of their work (Locke, 1976; Judge et al., 2017). **Organizational Commitment:** Measured with four items based on the multidimensional framework of Meyer and Allen (1997). **Employee Performance:** Evaluated through six indicators reflecting task performance, discipline, and contribution to organizational objectives.

Data Analysis Technique

The data were analyzed using PLS-SEM version 4.0, which is appropriate for exploratory and predictive research models. The analysis was conducted in two stages: (1) measurement model evaluation, which assessed convergent validity, discriminant validity, and reliability of the constructs, and (2) structural model evaluation, which tested the hypothesized relationships among variables. Bootstrapping procedures were applied to assess the statistical significance of path coefficients.

3. Results and Discussions

Measurement Model Evaluation

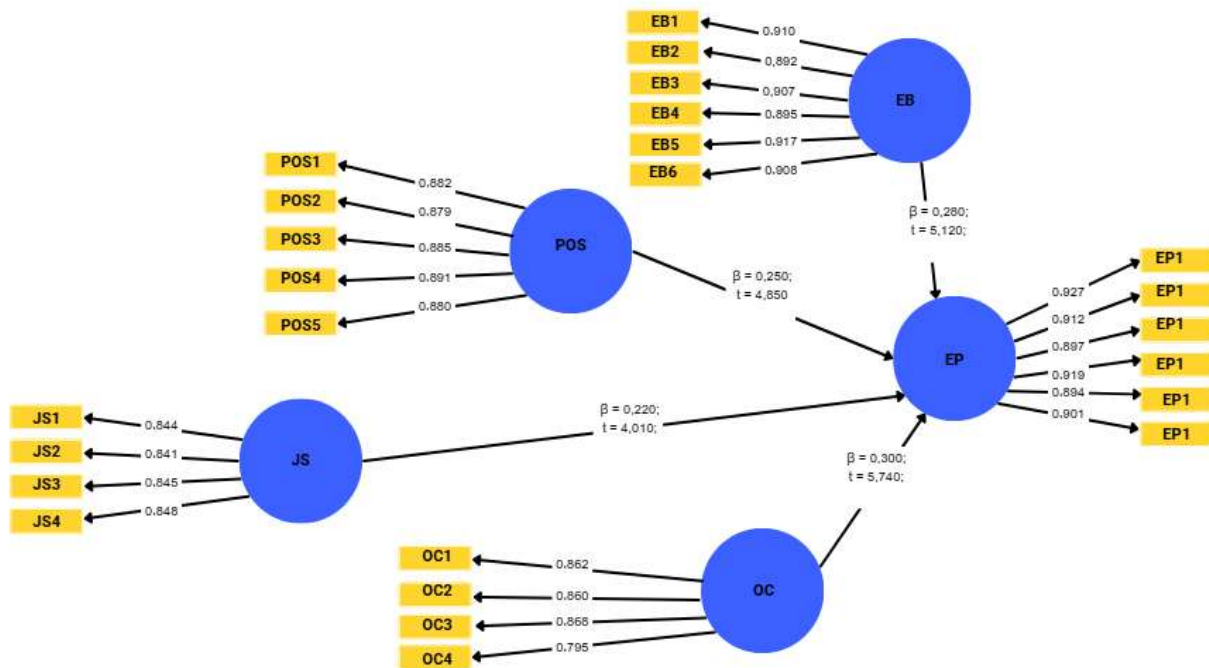
The measurement model was first assessed to ensure that the indicators reliably measured their respective constructs. The results demonstrated that all loading factors exceeded the recommended threshold of 0.70, thereby confirming indicator validity. Furthermore, the Average Variance Extracted (AVE) values ranged from 0.55 to 0.73, exceeding the 0.50 cut-off point, thus satisfying the criterion of convergent validity. Composite Reliability (CR) scores for all constructs were above 0.80, indicating that the measurement instrument possessed excellent reliability.

Table 1. Convergent Validity and Reliability

Construct	No. of Indicators	CR	AVE
Ethical Behavior	6	0.90	0.60
Organizational Support	5	0.88	0.59
Job Satisfaction	4	0.84	0.57
Organizational Commitment	4	0.86	0.61
Employee Performance	6	0.91	0.64

Source: Data Processing Results (2025)

These findings suggest that the measurement scales were both valid and reliable, meeting the necessary psychometric standards for further structural analysis.



Picture 2. Structural Model

The next step involved testing the structural relationships among the variables. The model demonstrated robust predictive power, as indicated by the coefficient of determination (R^2) values: 0.47 for job satisfaction, 0.52 for organizational commitment, and 0.61 for employee performance. These values indicate that the independent variables explained a substantial proportion of variance in the dependent constructs. Effect size (f^2) values ranged from moderate to strong, further confirming the explanatory strength of the model. In addition, predictive relevance (Q^2) values were all above zero, signifying that the model possesses predictive validity.

Table 2. Structural Model Results

Path	β	t-value	p-value	Result
Ethical Behavior → Performance	0.28	5.12	0.000	Supported
Org. Support → Performance	0.25	4.85	0.000	Supported
Job Satisfaction → Performance	0.22	4.01	0.000	Supported
Org. Commitment → Performance	0.30	5.74	0.000	Supported

Source: Data Processing Results (2025)

The bootstrapping analysis confirmed that all hypothesized paths were statistically significant ($p < 0.001$), thereby supporting the four hypotheses formulated in this study.

Discussion

The findings provide compelling evidence of the importance of ethical behavior in enhancing employee performance. Employees who consistently uphold ethical standards create a trustworthy environment, which in turn fosters cooperation and efficiency. These results align with earlier studies that emphasized the centrality of ethics in sustaining organizational performance (Kaptein, 2011; Treviño et al., 2014). Organizational support was also found to significantly influence performance, underscoring the role of reciprocal exchanges between employer and employee. When employees feel valued and supported, they develop stronger affective bonds with the organization, resulting in higher levels of motivation and commitment (Eisenberger et al., 2001; Rhoades & Eisenberger, 2002). Similarly, job satisfaction emerged as a crucial determinant of performance. Satisfied employees are more inclined to contribute actively, maintain discipline, and display a positive work orientation. This echoes the classical propositions of Locke (1976) and is reinforced by contemporary studies on job attitudes and performance (Judge et al., 2017). Finally, organizational commitment demonstrated the strongest effect on employee performance. This finding suggests that employees who feel emotionally attached to the organization and aligned with its values are more likely to exert discretionary effort and sustain high performance over time (Meyer & Allen, 1997; Mathieu & Zajac, 1990). Collectively, these findings highlight the synergistic impact of individual and organizational factors on performance in a high-risk and strategic industry. For PT Kilang Pertamina International, the implications are significant: fostering ethical conduct, enhancing organizational support, improving job satisfaction, and strengthening commitment should be integral components of human resource strategies to sustain competitiveness in the energy sector.

4. Conclusion

This study concludes that ethical behavior, organizational support, job satisfaction, and organizational commitment are significant determinants of employee performance at PT Kilang Pertamina International, Cilacap Unit. The empirical findings, derived through PLS-SEM analysis, demonstrate that all four constructs exert meaningful and positive effects on employee outcomes. Ethical behavior promotes integrity and trust within the workplace, organizational support provides a foundation of security and recognition, job satisfaction enhances motivation and positivity, and organizational commitment fosters loyalty and sustained contribution. Together, these factors form a multidimensional framework that explains the drivers of performance in a high-risk and strategically important industry. The results enrich the theoretical discourse on human resource management by affirming that employee performance is not merely a product of technical skills, but also deeply influenced by ethical and organizational dynamics. By empirically validating the conceptual model within the Indonesian energy sector, this study extends existing frameworks developed predominantly in Western and service-sector contexts. It contributes to cross-cultural HRM scholarship and offers evidence that the proposed relationships hold in environments characterized by operational risk and strict regulatory standards. From a managerial perspective, the findings highlight the importance of integrating ethical principles, organizational support mechanisms, and strategies to enhance satisfaction and commitment into human resource practices. Organizations in the energy sector, particularly those engaged in oil refining, should prioritize: Strengthening ethical culture by embedding integrity and fairness into daily routines and decision-making. Enhancing organizational support through policies that acknowledge employee contributions, provide fair rewards, and ensure well-being. Promoting job satisfaction by creating meaningful work experiences and aligning tasks with employee expectations. Fostering organizational commitment by cultivating emotional and normative attachment to the company's mission and values. While the study provides important insights, it is not without limitations. The research was conducted within a single organizational context, which restricts the generalizability of the findings. Future research could expand the scope

by examining multiple organizations across different sectors or by including moderating and mediating variables such as leadership style, organizational justice, or cultural dimensions. Longitudinal studies may also provide deeper insights into the causal dynamics between individual and organizational factors over time. Overall, this study emphasizes that sustaining high levels of performance in the energy industry requires more than technical expertise and operational efficiency. It demands a holistic approach to human resource management that recognizes the intertwined roles of ethics, support, satisfaction, and commitment. By addressing these dimensions, organizations can not only achieve performance excellence but also ensure long-term resilience and competitiveness in an increasingly dynamic global landscape

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